

Being culturally intelligent: a key lever for employee retention?

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Abstract

The retention of employees is an increasing challenge for international companies. Cultural intelligence (CQ) as a soft skill can bring one solution to this problem. This dissertation examines the effect of employees and leaders' CQ in international companies on their willingness to remain in the company, meaning the loyalty of employees toward their company. To assess this relationship, four interviews and a survey with employees working in an international context have been conducted. The interviews provided context to build the survey and the survey data was used to run several multiple-linear regression models with four main dependent variables linked with employee loyalty. The findings suggest that both employee's CQ and leader's CQ are significant when trying to predict employee loyalty, with bigger importance given to meta-cognitive CQ and motivational CQ of leaders, and motivational CQ of employees. The main conclusion draft out of this paper is the importance for international companies to consider CQ as a critical skill to have among their employees to deal with the challenge of employees retention, with a strategic focus put on leaders and leadership management. Limitations and suggestions for further research in this context are also discussed.

Title: Being culturally intelligent: a key lever for employee retention?

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Keywords: Cultural Intelligence, Employee loyalty, Retention rate, Employee satisfaction, International companies.

Sumário

A retenção de empregados é um desafio crescente para as empresas internacionais. A inteligência cultural (CQ) pode trazer uma solução para este problema. Nessa dissertação examina-se o efeito da CQ dos empregados e líderes que estão a trabalhar em empresas internacionais sobre a sua vontade de permanecer na empresa, ou seja, sobre a lealdade dos empregados para com a sua empresa. Para avaliar esta relação, foram realizadas entrevistas e aplicados questionários a trabalhadores em contexto internacional. Os dados das entrevistas criaram contexto para elaboração do questionário e os dados do questionário foram utilizados em modelos de regressão linear múltipla com quatro variáveis dependentes que operacionalizam a lealdade. Os resultados sugerem que tanto a CQ do empregado como a CQ do líder são significativas quando se tenta prever a retenção do empregado, com uma maior importância dada à CQ metacognitiva e à CQ motivacional dos líderes, e à CQ motivacional dos empregados. A principal conclusão desta investigação é quão importante é para as empresas internacionais de considerar a CQ como uma habilidade chave a ter entre os seus empregados para lidar com o desafio da retenção dos empregados. Um enfoque estratégico ter de estar posto nos líderes e na maneira de liderar na empresa. São também discutidas limitações e sugestões para uma investigação mais aprofundada neste contexto.

Título: Ser culturalmente inteligente: uma alavanca essencial para a retenção dos empregados?

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Palavras-chave: Inteligência cultural, lealdade do empregado, taxa de retenção, satisfação do empregado, empresas internacionais.

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1. Introduction

In order to achieve sustainable growth and remain competitive, companies need to retain their talents. We are quite familiar with all the disadvantages that come from a high turnover rate in companies: higher recruitment costs, not having the return on investment expected from employees' training as they are leaving sooner than expected, and indirect costs such as lower customers loyalty that has been proved to correlate with higher employees turnover (Reichheld, 1993). But in the same way this can be a great disadvantage, the ability to retain talented employees in a company can be extremely powerful. Motivated and high skilled employees can bring a company to upper levels and be key to achieving its goals. The only advantage of developed countries over developing countries is having access to these high-qualified workers with extensive knowledge (Drucker, 1997). However, it might be hard for companies to retain this talent. According to PwC's latest HR Technology survey sent to more than 600 leaders all around the world, finding and retaining talents is acknowledged as the first HR challenge faced by companies.

This challenge of employee retention, and its pendent employee loyalty, recently highlighted in the article "The battle for talent will continue in 2022" (McKinsey, 2022) can result from a multitude of factors. One explanation generally put forward is the change of generation, as the generation Y – also known as Millennials (born between 1980 and 1999) – are generally seen as more volatile, prompt to spontaneous changes and littler loyal than their eldest. More scientifically, several explanations have been brought by researchers: employees satisfaction (e.g. Mak and Sockel, 2001; Martensen and Gronholdt, 2001) for instance, as well as trust between peers and leaders and employees (Matzler and Renzl, 2006) are also strong determinants of both organizational commitment and employee loyalty. Lastly, miscommunication or bad communication is regularly stated as one of the main hurdles to employee retention.

Among all the challenges mentioned above, international companies – understand companies that are working with a significant part of their employees from different nationalities – face all of them, and some in an even greater measure. International companies tend to be more affected by the loyalty challenge due to higher volatility of talents since, in the same way that international companies have access to a larger pool of talents than national ones, the talents targeted by these companies have also access to much more opportunities globally and so greater possibility to change job. In this case, they would be considered disloyal to their

company. This challenge comes to add up and mix with the already existing human challenges that come inevitably with making business on an international level. Managing cross-cultural interactions, adapting to a host country, or dealing with different systems of values among the employees, are just a few of them identified decades ago by researchers (Hofstede, 1980) and acknowledged by international organizations. Indeed, each culture as a “collective programming of the mind that distinguishes the members of one human group from another” (National Culture, n.d.) is different and greatly participates in defining our identity. From our identity springs our behaviors in society and therefore at work (Van Bavel and Packer, 2021). Besides, the pandemic also changed the rules of the game and increased these challenges by erasing the geographical barriers and greatly facilitating international work interactions, making their frequency rise. This new paradigm can be disrupting both for international companies and employees.

To deal with these cultural challenges and try to ensure a good work ambiance that will eventually result in a better employee retention rate, cultural awareness training is one of the means offered to employees and mostly managers when going abroad or facing a new culture. However, this mono-cultural pattern tends to disappear in international organizations, giving space to a more inter-cultural work environment that involves people from many different cultures and nationalities. Thus, what really matters for employees is to know how to behave, learn from and adapt to interactions with *all* the people from a different culture than their own. This form of intelligence that enables one to apply one’s skills and abilities in different environments and deal with people from multicultural backgrounds is known as cultural intelligence (CQ) (Earley and Peterson, 2004). The concept of CQ was first developed by Early and Ang at the beginning of this century (Earley and Ang, 2003). Cultural intelligence, more than just cultural awareness, is the capability to function effectively in culturally diverse settings (Ang *et al.*, 2007) and more specifically it is defined as a personal capability rooted in the individual’s internal motivation, thinking, consciousness, and adaptability toward a certain culture (Livermore *et al.*, 2012). CQ was created to acknowledge the practical situations triggered by globalization and try to bring answers to the challenges arising.

In this dissertation, we argue that CQ, as a skill that allows employees from different nationalities and cultures to interact with their peers in the best way, might be a key lever to strengthen or create employee loyalty. Our objective is to prove that CQ is a highly valuable social resource for companies working in international contexts and that are concerned with retaining their talents. Hence, this dissertation aims to study the link between CQ and employee

loyalty in international companies, most specifically how CQ among the employees of an organization that has employees from diverse cultural backgrounds influences employee loyalty toward the organization.

2. Literature review

Both concepts of employee loyalty and CQ have been largely studied during the past years. Both have been assessed regarding the impact they may have on certain types of employees and leaders' behaviors, but they have never been considered for the relationship that may exist between the two of them.

Regarding CQ, one of the main findings was the existence of a positive correlation between CQ and institutional success (Sharma, 2019). Unsurprisingly, CQ also impacts positively on employee voice behavior, meaning how willing are employees to speak up, both for positive and negative matters (Jiang *et al.*, 2018), and proved to have a positive correlation with effective leaders behaviors. CQ is also a great skill for effective conflict management strategies (Mohammadi-Khah *et al.*, 2020) and to develop trust while collaborating across cultures (Chua *et al.*, 2012). About employee loyalty, a positive relationship between employee loyalty, interpersonal trust and employee job satisfaction has also been demonstrated (Matzler and Renzl, 2006). Additionally, relationship proneness, known as the will for employees to engage in a relationship with their employer, has also a positive impact on employee loyalty (Bloemer and Odekerken-Schröder, 2006). Nonetheless, no studies looked yet at the problem of employee loyalty in international companies where intercultural interactions are very regular and might influence all the components previously mentioned (trust, relationship proneness, word of mouth...).

Besides, among the previous literature, we can see that most of the studies aiming to identify and assess what are success factors for international businesses have been done from the point of view of the company or of the managers – team leaders, but very few are taking conclusions from employees' point of view or about how employees are feeling about their work. The focus was mainly on how to improve employee performance, team performance, or leadership behavior to achieve the last two, but not about employee feelings, which eventually create a communication and expectation gap between employees and leaders. I found therefore interesting to take another angle to target the issue of employee retention rate by directly focusing on the employees' voice, their diversity, and their skills as one of the main competitive advantages of international companies.

2.1. *Employment loyalty*

In its general acceptance, loyalty is defined as "a person's devotion or sentiment of attachment to a particular object, which may be another person or group of persons, an ideal, a duty, or a cause. It expresses itself in both thought and action and strives for the identification of the interests of the loyal person with those of the object" (Encyclopedia Britannica, 1998). However, when it comes to defining employee loyalty it becomes more difficult as it can refer to different scopes of behaviors and results (Powers, 2000). A simple decomposition of the employee loyalty concept has been proposed and gathers the willingness to remain with the organization, productivity that exceeds normal expectations, altruistic behaviors, and reciprocal loyalty between the firm and the employee (Powers, 2000). For this study, our focus is on employee loyalty as the willingness to remain in the organization. Along with this definition, further research established a more complex and comprehensive analysis of what is employee loyalty, sometimes inspired by the already existing frameworks about customer loyalty – which are much more common. For customers, behavioral loyalty has been mainly studied and a four dimensions framework has been proposed by Zeithaml *et al.* (1996). This framework has been used and adapted afterward by Bloemer and Odekerken-Schröder (2006) to assess employee behavioral loyalty. Behavioral loyalty was decomposed between the positive word of mouth – to what extent the employee talks positively about their organization –, the willingness to remain within the organization, the tendency to be indifferent to the level of remuneration offered by other employers and complaining behaviors which refers to how willing is the employee to openly express criticism regarding their organization inside the organization. Additionally, and related to the concept of behavioral loyalty, exists the notion of attitudinal loyalty. Attitudinal loyalty has three components: affective commitment, calculative commitment, and normative commitment (Allen and Meyer, 1990). Affective commitment refers to what extent the employees genuinely enjoy the relationship they have with their employers, regardless of any other kind of compensation. Calculative commitment is the degree to which an employee is willing to stay in the organization because of the switching costs associated with leaving the organization. The normative commitment reflects the moral obligation felt by an employee to stay in the organization. From past research, it has been proved that attitudinal loyalty was a mediator for behavioral loyalty, and that affective commitment turned out to be the most important determinant of employee loyalty behaviors (Bloemer and Odekerken-Schröder, 2006). Additionally, it is interesting to remark that attitudinal loyalty, behavioral loyalty intentions and commitment are related concepts (Liljander and Strandvik, 1993). Then, it would have been smart to analyze employee loyalty by looking at the three

components of attitudinal loyalty. However, the lack of information about the questions that led to measuring these three components forced me to change my approach and find another scale to measure it. Thus, the scale used to measure employee loyalty was adapted from Homburg and Stock (2000) – as it has been done in other research papers (Matzel and Renzl, 2006), and gather questions about job satisfaction, the willingness to recommend the company to a friend, and the sense of belonging, which remains consistent with the dimensions assessed by attitudinal loyalty.

2.2. Cultural Intelligence (CQ)

The concept of CQ gathers different dimensions and refers to a specific type of human intelligence defined as the “capabilities to grasp, reason and behave effectively” in culturally diverse situations (S. Ang *et al.*, 2007, following Earley and Ang, 2003 and Earley and Mosakowski, 2004). The concept of CQ differs from cross-cultural awareness or cross-cultural management, in the sense that CQ is a broader term that can be applied to all cultures and in any international context. It is not culture-specific. CQ can be also defined as “a system of interacting knowledge and skills linked by cultural metacognition that allows people to adopt, select, and shape the cultural aspects of their environment” (Thomas *et al.*, 2008). The CQ is dynamic and adaptative and helps to change and adjust behaviors and knowledge in the best way when being involved in intercultural interactions. Four components can be distinguished in CQ: meta-cognitive CQ, cognitive CQ, motivational CQ and behavioral CQ. Meta-cognitive CQ considers the process that individuals use to acquire and understand knowledge, it refers to the control of cognition, cognitive CQ reflects one’s knowledge – knowledge of norms, practices and conventions –, motivational CQ refers to how willing individuals are to learn in culturally diverse settings, and finally behavioral CQ is the individuals' ability to act in an appropriate way, both verbally and non-verbally, in intercultural environments (S. Ang *et al.*, 2007).

Another way, more managerial-friendly, to decompose CQ has been proposed by Livermore, Van Dyne, and Ang (2012). They define CQ as "a personal capability rooted in the individual’s internal motivation, thinking, consciousness, and adaptability”. Thus, CQ can be divided into four capabilities: drive (interest and motivation to adapt cross-culturally) – reflect of motivational CQ –, knowledge (macro understanding of the cultural systems and values) – reflect of cognitive CQ –, strategy (make sense of previous culturally diverse experiences and plan accordingly) – refers to meta-cognitive CQ – and action (be flexible in the way of conducting verbal and non-verbal action) – refers to behavioral CQ –.

From past literature, studies have revealed that meta-cognitive CQ and cognitive CQ are good predictors of cultural judgment and decision making, whereas motivational CQ and behavioral CQ can predict cultural adaptation, and metacognitive CQ and behavioral CQ predicted task performance (Ang *et al.*, 2007).

3. Research question

To provide a first answer to the problem of employee loyalty in international firms, we would like to assess the importance of CQ among the employees of these companies. Therefore, the main research question is:

How does CQ influence employee loyalty among employees working in an international context?

- Hypothesis 1.

Employees with a leader with higher CQ are more likely to be more loyal to the firm.

Hypothesis 1.a.

Behavioral CQ in leaders might be more important for leaders to enhance employee loyalty toward the firm.

- Hypothesis 2.

Employees who have higher CQ are more likely to be more loyal to the firm.

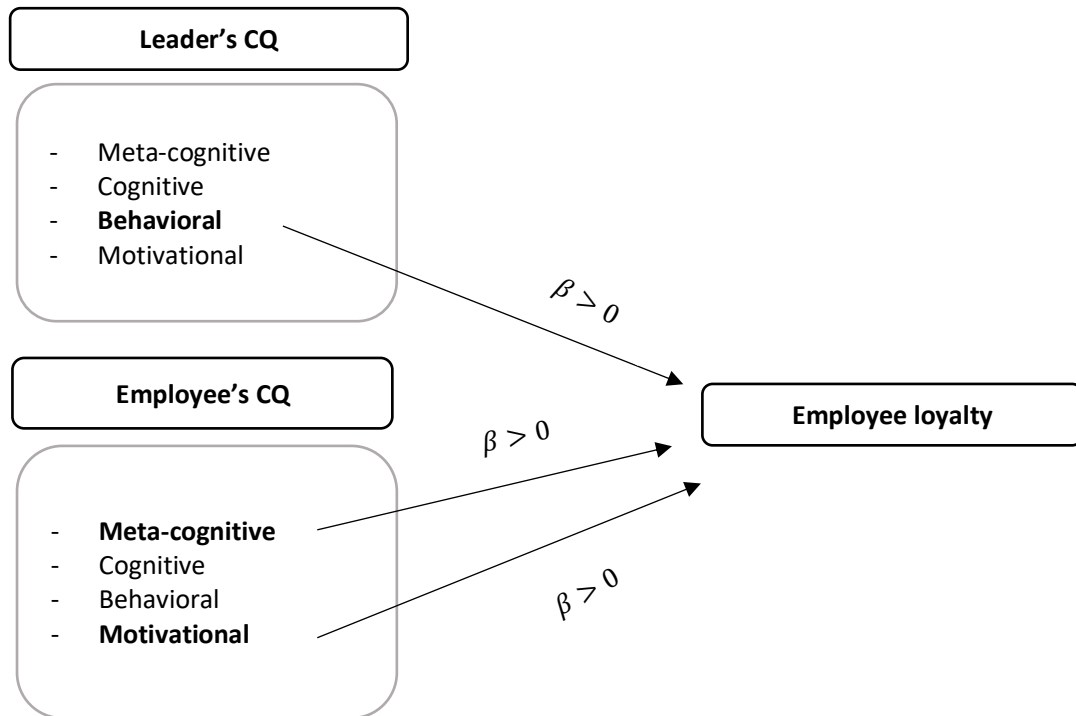
Hypothesis 2.a.

Employees with metacognitive and motivational CQ might be more loyal to the firm.

All four hypotheses have been created following the readings and findings of previous literature. For the main hypotheses, I thought interesting to divide the issue of CQ and employee loyalty into two, taking into consideration the hierarchical structure of companies, usually with one or several leaders that will manage a team of several employees. Since the relationship between employees and managers directly impacts employee satisfaction, which is one of the main components of employee loyalty, I thought it was important to assess the impact of leaders' CQ on employee loyalty. Besides, this is in line with Matzler and Renzl work that found that trust in managers – meaning trust between employees and managers – was equally important as trust in peers – understanding trust between employees – when it comes to

employee loyalty (Matzler and Renzl, 2006). I believe a parallel can be found in the case of employee loyalty and the importance of CQ in both employees and leaders.

Fig. 1. Conceptual model of the hypothetical relation between CQ and employee loyalty.



Regarding the implications of the different CQ dimensions in each sub-hypotheses, my reflection took as a start point the work of prior scholars (Ang *et al.*, 2007). Meta-cognitive has been proved to be an essential skill for employees to actively reflect on the knowledge they currently have about one culture. Motivational CQ considers their willingness to learn about new cultures and new cultural settings, which can also be seen as their capacity to direct and sustain energy and efforts on these tasks. Therefore, the meta-cognitive and motivational components refer to inner mental management structures and processes, and both are supposed to direct a mental effort toward an objective. Both meta-cognitive CQ and motivational CQ seem to enable maintain the intrinsic motivation for learning and updating the knowledge and thus, we could argue that employees who have both components would be (a) more aware of cultural differences, the issues and benefits that this entitle, and (b) more motivated to keep working in an international environment despite the additional complexity that this can trigger, which may eventually result in greater loyalty toward the firm. On the other hand, leaders' behaviors are the most easily assessable component of CQ that can be seen by employees.

Besides, leaders' behaviors greatly participate to shape employee behaviors (Jiang *et al.*, 2018), for instance, loyalty behavior. Thus, we can argue that the leader's demonstration of CQ through their behaviors would have the most important impact on employee loyalty.

4. Methodology

To test our hypotheses, I conducted four semi-structured interviews and a survey. The interviews were conducted with the aim to have new perspectives and points of view on the topic of employee retention within international firms and to help include all the relevant explanatory and control variables in a survey. The survey had the objective of having quantitative data to model and compare the effect of CQ on employee loyalty through multiple-linear regression models. The four dependent variables related to employee loyalty considered were job satisfaction, willingness to make a recommendation, sense of belonging (Homburg and Stock, 2000) and salary increase sensibility. The main independent variables were employee's CQ components and leader's CQ components. The population was a population of employees working abroad from their home country or who have a manager from a different nationality than their own. More control variables, demographic, social and professional, have been included in the regression models. I also decided to add the organizational culture of the organization as another independent variable that may have an impact on employee loyalty (Cameron and Quinn, 2006).

4.1. Interviews

4.1.1. Sample

Four interviews of thirty minutes each were conducted prior to sending the survey out. The four profiles of the people interviewed were: the head of the international office of a French Business School, the responsible for talent acquisition of a famous Spanish cosmetic brand, the responsible for welcoming and employee integration of a famous Spanish cosmetic brand, and an HR recruiter at a recruiting consulting firm in Belgium. All the people interviewed were women, aged between 22 and 45 years old, from France, Spain, and Latin America.

4.1.2. Script

The questions asked were inspired by prior scientific literature but also from personal past experiences working abroad. Three questions were asked regarding employee loyalty and how this can be an issue for international entities nowadays, three were related to CQ and a final question was asked about the relevance of the main topic of this dissertation, the potential link between CQ and employee retention. The interviews have been conducted in the native language of the participants (French or Spanish), except for one that has been conducted in French although the person was a Spanish speaker because she has been living in France for many years and was totally bilingual. Reflective journaling immediately post-interview was validated and improved with posterior listening to the audio recording (the resulting notes are in Appendix I).

4.2. Survey

The survey was published on LinkedIn, where I had 325 connections at the time of the publication and reached to appear in the feed of 555 persons. Out of this population, not everyone was able to answer the survey since certain conditions were to be fulfilled to access the survey: working abroad from their home country or having a manager from a different nationality. In total, 70 answers were collected, and 63 were usable to proceed to the analysis, ie more than 10 % of the population to which my survey has been sent, which is an acceptable threshold to be able to make conclusions. The survey went out from the 29th of March until the 12th of April 2022, ie 15 days.

4.2.1. Sample

The whole questionnaire was in English. The questionnaire was administrated using the online survey Google form tool and released on LinkedIn and through my network. Among the participants, 62.3% were working out of their home country, and 73.1% with a manager from a different nationality than their own. 61.3% are women. 59.7% of the respondents are between 20 and 25 years old, 21% between 26 and 30 years old, and 14.5% between 31 and 40 years old. More than 90% of the participants are Europeans, but some of them also come from Latin America and Africa. 50% consider themselves as employees, 17.7% as managers, 9.7% as Senior Managers and 22.6% as interns. Most of them (64.5%) have been in their position for less than 1 year, and 24.2% between 1 and 3 years. 58.1% of the employees that answered the survey have a permanent full-time job contract. More than 70% of them are allowed to stay forever in the country they are working in, which is also important to consider when pretending to assess

loyalty behaviors. Most of them, 44.4%, are working in a company where the organizational culture could be defined as a “clan”, an accommodating workplace where people share a lot, like a big family, where teamwork and loyalty are the main values, and 23.8% in what could be defined as an “adhocracy”, a place that fosters dynamism, being adventurous and creative and where leaders are innovative and risk-oriented (Cameron and Quinn, 2006).

4.2.2. Measures

The survey was composed of 32 questions to answer and divided into 5 parts (c.f. Appendix II): a first part to filter the participants and make sure they were working in an international environment (abroad or with a manager from different nationality), a second part to assess the employee own CQ, a third part to assess the employee loyalty towards the firm, a fourth part to assess employee leader CQ, and a fifth part dedicated to control variables. The measurement of the independent variables was based on previously established literature: for CQ, *Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance* from Ang *et al.* (2007), and for employee loyalty *Der kundenorientierte Mitarbeiter* from Homburg and Stock (2000). In addition to the employee loyalty scale proposed by Homburg and Stock (2000), I chosen to include one question about the salary sensitiveness to the model to be sure to cover all the possibilities that might relate to employee loyalty, as wage is commonly seen as an important factor, and was included in previous research (Bloemer and Odekerken-Schröder, 2006). One to four questions were asked to assess each category of CQ (Table 1), and four questions were asked to assess employee loyalty (Table 2). This choice of reducing the number of questions in comparison with previous studies, was made to minimize the time passed answering the survey and hence to reduce response bias caused by boredom and fatigue. To assess each category of CQ, the mean of the results for the questions related to each category has been taken. For example, to assess employees’ own meta-cognitive CQ, employees were asked to what extent they agree with these statements “I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me” and “I check the accuracy of my cultural knowledge as I interact with people from different cultures” on a scale from 1 – I Strongly Disagree to 7 – I Strongly Agree. By taking the mean of the two questions asked related to meta-CQ, the meta-CQ score of employees was calculated. The same principle applied to the manager’s CQ: employees were asked to give their perception of their manager’s CQ through questions that allowed them to assess each CQ category. For instance, one of the questions to assess manager meta-CQ was “I feel like my manager checks the accuracy of their cultural knowledge as they interact with

people from different cultures.”. The scale was from 1 – I Strongly Disagree to 7 – I Strongly Agree. Regarding employee loyalty, four questions were asked to assess four dimensions of employee loyalty: job satisfaction, sense of belonging to the company, willingness to recommend this company to a friend and finally the salary incentive sensitiveness of the participants. To build up to the employee loyalty variable final score, I calculated the mean of each of the four components, following the work of Homburg and Stock (2000) and Allen and Meyer (1990).

For the rest of the control variables, dummy variables have been created for each category within the variable. For example, five age dummies were created to represent the belonging of a certain range of age (20-25, 26-30, 31-40, 41-50, 51-60 years old).

Table 1. Employee’s CQ Survey Questions

Item measured	Questions	Answers
Motivational CQ	I enjoy interacting with people from different cultures.	1 = strongly disagree; 7 = strongly agree
Motivational CQ	I am confident that I can socialize with locals in a culture that is unfamiliar to me.	1 = strongly disagree; 7 = strongly agree
Motivational CQ	I am sure I can deal with the stresses of adjusting to a culture that is new to me.	1 = strongly disagree; 7 = strongly agree
Meta-cognitive CQ	I adjust my cultural knowledge every time I interact with people from a culture that is unfamiliar to me	1 = strongly disagree; 7 = strongly agree
Meta-cognitive CQ	I check the accuracy of my cultural knowledge as I interact with people from different cultures	1 = strongly disagree; 7 = strongly agree
Cognitive CQ	I know the legal and economic systems of the cultures I frequently interact with.	1 = strongly disagree; 7 = strongly agree
Cognitive CQ	I know the cultural values and religious beliefs of the cultures I frequently interact with.	1 = strongly disagree; 7 = strongly agree

Behavioral CQ	I change my verbal behavior (e.g., words used, accent, tone) when a cross-cultural interaction requires it.	1 = strongly disagree; 7 = strongly agree
Behavioral CQ	I change my non-verbal behavior (e.g., gesture, face expression, silences) when a cross-cultural interaction requires it.	1 = strongly disagree; 7 = strongly agree

Note. All the questions were based on Ang *et al.* *Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance (2007)*. The full questionnaire can be found in Appendix II.

Table 2. Employee loyalty Survey Questions

Item measured	Questions	Answers
Job satisfaction	I am currently satisfied with my job	1 = strongly disagree; 7 = strongly agree
Sense of belonging	I do feel a strong sense of belonging to my organization	1 = strongly disagree; 7 = strongly agree
Recommendation	I would recommend my company as a great place to work in to a friend	1 = strongly disagree; 7 = strongly agree
Salary sensitiveness	If a company in the same sector, for the same position, with the same career evolution perspective, offers me a job with _____ salary increase, I'll seriously consider taking the job. <i>(Please assume that you'll not have to do additional personal sacrifices, like moving from home, long commuting...)</i>	<ul style="list-style-type: none"> - Any - at least 3% - at least 5 % - at least 10 % - I won't change job.

Note. The three first questions were adapted from Homburg and Stock (2000). The full questionnaire can be found in Appendix II.

5. Results analysis

5.1. Interviews

From the interviews, very interesting information reached out to the surface. First of all, all the participants confirmed that the issue of employee retention was a very relevant to study in regards with its importance in today's world. Components like evolution perspective and organizational culture were first mentioned in each interview as key features to enhance employee retention.

Also, an interesting point about the legal frame surrounding being a foreigner in a country was made. Indeed, some employees might not be able to be loyal to a company just because they will have at some point to return to their home country for legal reasons (VISA renewal, VISA expiration, etc.). This point was therefore added as a control variable in the survey. The availability of social aids might also foster the will to stay in a foreign country. All the respondents agree that investing in HR management and in creating a great organizational culture were key to employee retention. However, some revealed that very little or nothing was done in their respective company to actively retain employees and foreign employees. Salary was also mentioned as entering in the equation of employee loyalty toward the company, but only as input with a minimal impact, as long as the wage was considered fair by the employee. This insight has been supported by previous literature about employee loyalty and by the survey results.

Regarding CQ, even though all of them were aware of the importance of tolerance and cultural awareness when dealing with people from different nationalities and cultural backgrounds, very few knew the scientific concept of CQ and its four components. In none of the companies mentioned, employees or leaders had trainings or information sessions about CQ. Measuring CQ as an interesting key performance indicator (KPI) for employees or leaders is also not common and was not done. When asked about what would be the most important between employee own CQ and manager's CQ for employees to feel good in a multi-cultural context, they mainly agree on leader's CQ as the most important input. Indeed, the argument was that managers have the duty of showing the example in the team and might influence their team member behaviors by giving example and training them on certain topics. Also, they are the ones in charge of creating and maintaining a good ambiance and of the distribution and organization of the work within the team, so it is highly important that they respect cultural differences of habits within the team and adapt they behaviors to them. Finally, they were all asked about their perception regarding the question: how cultural intelligence among the

employees of an organization influences on employee loyalty toward the organization? And whether they were seeing a link between CQ and employee loyalty toward the firm. All agreed on the fact that CQ was a very highly important skill to have nowadays. They all confirmed that companies should give more importance to managing cultural diversity in their daily processes. One very insightful way to link CQ with employee loyalty was made through the idea of trust and ability to being oneself in the company. Indeed, CQ helps to recognize, adapt to and value cultural diversity. That was another point that leads to suggest that behavioral CQ from leaders might help employees to increase their sense of belonging toward the organization, and employee CQ would have more facility to enjoy and actively participate in tasks implicating international interactions. Although this first association between leaders' behavioral CQ and employee loyalty was not supported by the results of the survey, I do believe it is an interesting point to keep in mind. Showing CQ as a company is also a great way to attract the best employees all around the world.

Another important take over from the interviews was that, in the end, each employee is different and has different aspirations, motivations, frustrations and limitations. Active listening and benevolent organizational culture will always make it easier for employees to be themselves at work and feel valued in the company, which is key to retain them.

5.2. Survey

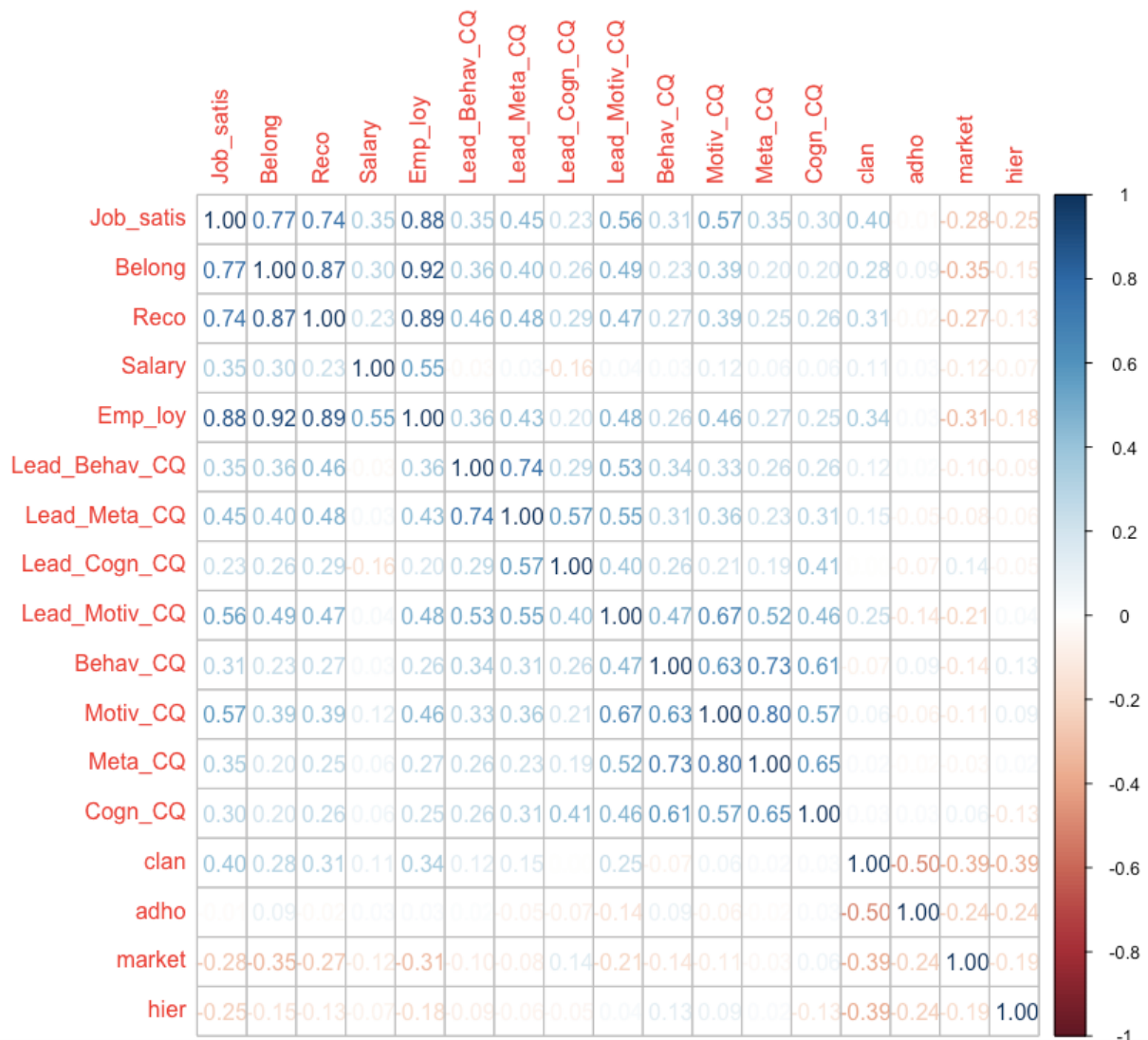
To analysis the results of the survey, all the control variables regarding countries, i.e., the country of origin of the participant, the manager's country of origin and the country where they are working were left outside. Then, a subset of the data was created to analyze only the CQ quantitative data and the organizational culture of firms. To have a first image of the possible correlations between the explanatory variables and make sure to include the only the right ones in the model, a correlation table was created.

From the correlation table, I could confirm that the four dimensions of CQ were highly correlated between them, from 0.57 between employee's motivational CQ and cognitive CQ, up to 0.80 between employee's meta-cognitive CQ and motivational CQ (c.f. Fig. 2.).

In the same line, job satisfaction, sense of belonging and the willingness to recommend the company are very highly correlated, up to 0.87 between the willingness to recommend and the sense of belonging, and 0.74 at the least between the willingness to recommend and job satisfaction. The salary variable is lowly correlated to the three other dimensions that built up employee loyalty (between 0.30 and 0.35), and correlated 0.55 to employee loyalty. It had to

be expected from past studies that the salary was, by far, not the first component of an employee satisfaction at work, variable highly related to employee loyalty. However, as the salary has been included in past studies regarding employee loyalty (Bloemer and Odekerken-Schröder, 2006), I still decided to include it as a fourth component of employee loyalty. Other remarkable correlations, around 0.40 and 0.50 were found between both participant's motivational CQ and leader's motivational CQ and the three loyalty components: job satisfaction, sense of belonging and willingness to recommend the organization.

Fig. 2. Correlation heatmap of the main independent and dependent variables.



5.2.1. Regression on the four main components of employee loyalty

Due to the small size of the data sample (63 participants), the multiple linear models on the four components of employee loyalty have been built by adding variables progressively and only keeping for the next step variables with statistically significant associations. The variables were entered in the same order in all the four models, beginning with the four components of leader's CQ, then the four components of employee's CQ, followed by the organizational cultural and then the other control variables, always one by one. Therefore, the final models of linear regression for each of the four components only include the statistically significant variables, in the order of addition (Tables 3.1, 3.2, 3.3, 3.4). All the variables included in the model one after another can be found in the Appendix III.

Regarding job satisfaction (Table 3.1), our results show the final model accounts for more than 60% of job satisfaction. The results show an important and significant partial correlation between the employee's motivational CQ and the job satisfaction above 0.50. The leader's meta-cognitive CQ is also relevant in the analysis and influences positively ($\beta = 0.19$) on employee job satisfaction, even if the significance level is a bit lower (5% against 1% for the previous one). Other control variables have also proven to be of interest in this model: the organizational culture, which is quite highly correlated to job satisfaction (0.38 and 0.26) for Clan and Adhocracy. Also, there is a partial correlation between being between 26 and 30 old and feeling less satisfied by their job, as well as having a non-permanent and part-time contract ($\beta = -0.18$ and $\beta = -0.21$ respectively).

Table 3.1: Linear regression on Job Satisfaction

Independent variables (statistically significant only)	<i>Estimated beta</i>	<i>Standardized beta</i>
Leader's Meta-cognitive CQ	0.18*	0.19
Employee's Motivational CQ	0.68 ***	0.55
Clan as org. culture	1.24***	0.38
Adhocracy as org. culture	0.99***	0.26
Aged between 26 and 30	-0.74**	-0.18
Permanent & full-time contract	0.49*	0.15
Non-permenent & part-time contract	-1.39**	-0.21

Note: Sample size = 63. p-value < 1%*** , p-value < 5%** , p-value < 10%*. The p-values apply for both estimated and standardized beta. Adjusted R² = 0.61. F-Statistics = 14.98 on 7 and 55 DF. Legend: CQ = cultural intelligence; Org. culture = organizational culture of the company.

Regarding the sense of belonging (Table 3.2), among our CQ measures, leader’s motivational CQ and employee’s motivational CQ were both positively and highly correlated with the sense of belonging (more than 0.30). Another finding is that employee’s meta-cognitive CQ was negatively partially correlated with the sense of belonging with -0.36. The rest of the control variables were not statistically significant except for two types of organizational culture (clan and adhocracy) and two types of contracts, all with an absolute effect between 0.24 and 0.28. In this model, all the items are equally statistically significant with a p-value between 1% and 5%.

Table 3.2: Linear regression on Sense of belonging

Independent variables (statistically significant only)	<i>Estimated beta</i>	<i>Standardized beta</i>
Leader’s Motivational CQ	0.38**	0.32
Employee’s Motivational CQ	0.52**	0.38
Employee’s Meta-cognitive CQ	-0.43**	-0.36
Clan as org. culture	0.85**	0.24
Adhocracy as org. culture	1.18**	0.28
Permanent & full-time contract	0.88**	0.24
Non-permenent & full-time contract	-1.46**	-0.22

Note. Sample size = 63. p-value < 1%*** , p-value < 5%** , p-value < 10%*. The p-values apply for both estimated and standardized beta. Adjusted R² = 0.45. F-Statistics = 8.22 on 7 and 55 DF. Legend: CQ = cultural intelligence. Org. culture = organizational culture of the company.

The linear regression on the willingness of employees to recommend their company to a friend was the third model constructed. As per this regression (Table 3.3), only the leader’s motivational CQ appears to be statistically significant among all the dimensions of CQ assessed, both for employees and leaders, with a high positive partial correlation of 0.38. It is the most statistically significant item in this model with a significance level inferior to 1%, against 5% to 10% for the others. In this model, the type of contract and the type of organizational culture also remain significant to explain the employees’ willingness to recommend their company.

The willingness to recommend is also negatively partially correlated with the length of the legal stay that an employee can have in the host country, when this length is inferior to or equal to 6 months, the willingness to recommend tend to be lower.

Table 3.3: Linear regression on willingness to make a recommendation

Independent variables (statistically significant only)	<i>Estimated beta</i>	<i>Standardized beta</i>
Leader's Motivational CQ	0.47***	0.38
Clan as org. culture	0.93**	0.25
Legal stay <= 6 months	-2.21**	-0.33
Internship contract	1.51**	0.30
Permenent & full-time contract	0.86*	0.23

Note. Sample size = 63. p-value < 1%*** , p-value < 5%** , p-value < 10%*. The p-values apply for both estimated and standardized beta. Adjusted R² = 0.34. F-Statistics = 7.31 on 5 and 57 DF. Legend: CQ = cultural intelligence. Org. culture = organizational culture of the company.

The multiple linear regression on salary gave only very few statistically significant results. The sensitivity to salary increase when considering changing a job is only negatively and partially correlated with a non-permanent full-time contract (-0.26). Gender was also included in this table as the last statistically significant variable before adding the non-permanent full-time contract item, even though it is not in the final model. The low adjusted R² for this model demonstrates it is of low relevance for our study.

Table 3.4: Linear regression on salary

Independent variables	<i>Estimated beta</i>	<i>Standardized beta</i>
Gender	0.62	0.19
Non-permenent & full-time contract	-1.50**	-0.26

Note. Sample size = 63. p-value < 1%*** , p-value < 5%** , p-value < 10%*. The p-values apply for both estimated and standardized beta. Adjusted R² = 0.07. F-Statistics = 3.41 on 2 and 60 DF.

5.2.2. Regression on employee loyalty as a whole

The last regression analysis was made on employee loyalty as a whole. This was made as a simplification exercise that would consider the employee loyalty problem in general, as it was done in the introductory discussion of this dissertation. This general overview regression on employee loyalty also enables to see whether the main hypotheses 1 and 2 were supported. This last model (Table 3.5) was built on the same principle as the previous ones, by adding progressively variables to the model and only keeping the statistically significant ones. From this last analysis, we see that both leader’s meta-cognitive CQ and employee’s motivational CQ are positively partially correlated with employee loyalty, with 0.36 and 0.27 respectively with a significance level inferior to 1%. In this model, the tenure was also statistically significant, and when an employee had been in the company for more than 3 years will likely be more loyal as reflected by the standardized effect of 0.32 – greater than employee’s motivational CQ – and a p-value inferior to 1%.

Table 3.5: Linear regression on employee loyalty

Independent variables (statistically significant only)	<i>Estimated beta</i>	<i>Standardized beta</i>
Leader’s Meta-cognitive CQ	0.29***	0.36
Employee’s Motivational CQ	0.29***	0.27
Clan as org. culture	0.85***	0.30
Tenure > 3 years	1.40***	0.32
Non-permanent & full-time contract	-1.17**	-0.23

Note. Sample size = 63. p-value < 1%***, p-value < 5%** , p-value < 10%*. The p-values apply for both estimated and standardized beta. Adjusted R² = 0.48. F-Statistics = 12.31 on 5 and 57 DF. Legend: CQ = cultural intelligence. Org. culture = organizational culture of the company.

6. Discussion

To examine the role of both employees’ CQ and leaders’ CQ on employee loyalty, several interviews were conducted, and a survey with quantitative data was used to model the effect of each of the CQ components – meta-cognitive CQ, motivational CQ, behavioral CQ and cognitive CQ – on each of the employee loyalty components – job satisfaction, sense of belonging, willingness to recommend, and salary sensitiveness – identified through previous

literature. We start by discussing the findings that are consistent with our predictions from past literature. Next, we discuss new findings, also consistent with our predictions, on the effects of CQ on loyalty.

6.1. Replicating effects.

Among our findings, some were to be expected looking at previous academic studies conducted. First of all, the salary has been proved not to be relevant when looking at the willingness of an employee to remain in a company. Indeed, the simple correlation between salary and employee loyalty was relatively low, although the employee loyalty item was built with this measure. Also, none of the CQ components seems to be correlated with employee salary sensitiveness, meaning how sensitive is the employee towards a wage increase when considering changing of company. This was expected from previous studies, particularly from studies about employee satisfaction – which is highly correlated with employee loyalty – where the salary was not a determinant of what makes an employee happy at work (Csíkszentmihályi, 2004). This idea had also been commented on during the interviews: salary must be fair to the employee and allow them to live a decent and joyful life. However, all the managers and employees interviewed agreed on the fact that this was not one of the main triggers of employee satisfaction. Salary is a necessary condition for job satisfaction, but not sufficient.

Another expected finding was about the positive correlation between organizational cultures that allow employees to express themselves and that put trust as one of their core values, and almost all the components of employee loyalty but salary, which is not interesting in our case as previously explained. Clan organizational culture refers to an accommodating workplace where people share a lot, like a big family, where teamwork and loyalty are the main values. Adhocracy is defined as a place that fosters dynamism, being adventurous and creative and where leaders are innovative and risk-oriented (Cameron and Quinn, 2006). In both cultural settings, we can sense that the employee is valued, trusted, and respected, which will end up in a higher willingness to stay. In the first one, clan organizational culture, loyalty is even one of the main values. In all the models, the organizational culture type has a fairly high correlation with the loyalty item, the greater being between clan organizational culture and job satisfaction. This conclusion had been already reached by a previous academic study made by students from the University of Pannonia (Balogh *et al.*, 2011) where they assessed the relationship between organizational culture and cultural intelligence. Moreover, the interviewees also stressed the importance of a respectful, tolerant, and dynamic organizational culture for employee

satisfaction and empowerment. More specifically, leaders are accountable for these characteristics to be fully implemented.

The leader's language skills were also considered in this study. Indeed, from the interviews, one question emerged: are the leader's language skills important when considering the willingness of their team members to stay? This question was also raised in previous studies (Sharma, 2019). Thus, in the survey, a specific question was asked about the leader's language skills ("My manager has - none / very little / enough / good / excellent - knowledge of the native languages spoken by his/her team members."). The language skills were not directly statistically significant for employee loyalty, and neither indirectly since this capability was included in the leader's cognitive CQ, which happen to be non-statistically significant in all the models tested. However, according to the interviews and our findings, we can nuance this statement. It has been commonly agreed that the knowledge of a language is of course a plus, but the willingness to learn about a culture for example, which is reflected by the leader's motivational CQ, is most important. This was supported by our second and third models that studied the linear regression of all CQ components – both from employee and leader – and control variables on the sense of belonging and willingness to recommend the company to a friend.

Finally, when looking at the last model that analyzes a regression on employee loyalty, the tenure superior to 3 years is also associated with the employee loyalty. That seems logical, the more time an employee spends in a company, the more difficult it is for him to leave because of higher changing costs. Nevertheless, it is interesting to remark that this phenomenon only happens from 3 years of tenure on, and not before.

6.2. Why leaders' CQ matters.

Among the four relevant multiple linear regressions conducted (job satisfaction, sense of belonging, willingness to recommend, and employee loyalty as a whole – we will not look at salary regression from now on), always at least one component of leadership CQ was statistically significant, with a significance level superior to 5%. In the case of job satisfaction, it was the leader's meta-cognitive CQ, meaning the ability of a leader to think about their already acquired knowledge about different cultures than theirs and their capacity to adapt this knowledge according to new social experiences. For the sense of belonging, it was the leader's motivational CQ, that reflects the importance of the leader's willingness to put effort and dedication into learning about foreign cultures. The leader's motivational CQ has also been proved to be associated with the employee's willingness to recommend their company.

Furthermore, in the case of willingness to recommend one's company to a friend, none of the own employee's CQ skills is statistically significant, meaning that, regarding CQ, everything relies on the leader's motivational CQ. Finally, the leader's meta-cognitive CQ was also associated with employee loyalty as a whole. These findings follow one of the intuitions mentioned during the interviews, which is that the role played by the leader in creating employee loyalty toward the firm is critical. Leaders need to assure that employees are feeling good in the team, respected and valued, to be able to express the maximum of their capacities. The conclusions driven from these results are that, more specifically, both leader's meta-cognitive CQ and motivational CQ are critical drivers of employee willingness to stay in a company. This rejects Hypothesis 1.b. "*Behavioral CQ in leaders might be more important for leaders to enhance employee loyalty toward the firm*" but also give us very valuable insights on the importance of leader CQ as a whole and support the first main Hypothesis 1. "*Employees with a leader with higher CQ are more likely to be more loyal to the firm*". This should stress the importance for companies to (a) provide CQ training to their leaders, (b) look for these skills when wanting to fulfill a leadership position in the company, and (c), beyond training, include management practices that encourage being more CQ in employees and leaders' daily life.

As was mentioned during the interviews, it is not common for companies to communicate about CQ internally. Also, in most of the companies where the interviewees were working, nothing was pro-actively made to retain foreign employees in the firm. As proven by the survey, meta-cognitive capacities are highly important, since they enable individuals to transfer and adapt their knowledge from one situation to another, therefore the focus on training should shift from cognitive skills – learning knowledge –, toward meta-cognitive skills – structure and know-how to use and adapt this knowledge to a larger scale of situations –. However, although meta-cognitive has been proved to be one of the most determinant dimensions for employee loyalty, it is important to stress that a person can only be considered CQ when the four aspects of CQ are acting in unison (Earley and Peterson, 2004). Indeed, the four components are highly related and form a dependent system: first, there is a need to observe, assess the situation, and recognize the other person's behavior (based on cognitive and meta-cognitive CQ), then motivational CQ is required to keep trying to understand what the behaviors in light mean, despite what could be considered as mixed signals for example, and lastly, behavioral CQ will be used to respond in the right way. If the motivational dimension of CQ is weak for example, the adaptation process will simply not occur. This again, stress the importance for managers to be fully aware of this process, its dynamic and importance and second actively engage in training (offered by

the company or on their own) to become more CQ and harvest the benefits of culturally diverse teams such as creativity and decision making (Srikanth, 2016).

Additionally, it is highly likely that team members that have a CQ leader would be more open and disposed to be truly themselves in the company, which according to the interviewees is a key component of employees' happiness at work. Another point in favor of being CQ is that CQ dimensions and skills might as well be correlated with other useful skills for leaders, such as their capacity for active listening, analytical skills, but also flexibility and ability to reformulate or change conceptions (Earley and Peterson, 2004). This will eventually lead to better team management, no matter the culture of the team members. It is clear now that, as it remains a challenge for international companies to keep their employees, leaders' CQ should be one of the points to work on in order to increase their employee retention. More pro-actively, this could also be used to attract new talents from all horizons.

6.3. *Why employee CQ matters.*

The results also suggest that the employee's CQ is a great indicator of employee loyalty in international companies, and most particularly employee's motivational CQ. Employee's motivational CQ was proved to be highly associated with both job satisfaction and sense of belonging. One quite surprising thing was that against the intuition that led to formulating the second sub-hypothesis: Hypothesis 2.a. "*Employees with metacognitive and motivational CQ might be more loyal to the firm*", employee's meta-cognitive CQ had a negative association with employee's sense of belonging. This negative correlation might come from the fact that the sense of belonging to the organization is a genuine and natural feeling, at odds with an "overthinking" process assumed by meta-cognitive CQ which forces the individual to think about their own thoughts regarding a diverse cultural setting. Employee's motivational CQ is also associated with employee loyalty as a whole, although with a lower magnitude than the leader's meta-cognitive CQ.

These results highlight the importance for companies working internationally, but also for local companies dealing with employees from many nationalities, to assess their employees' CQ and provide them the resources to train the four dimensions of CQ. From the interviews, we could also argue that employees with CQ might have better career evolution perspectives thanks to their human skills, which will also participate to create a willingness to remain in the company. Finally, motivational CQ could also be one of the skills assessed during the recruiting process and would give the company a hint, as minim as it is, on the future employee's successful integration and their loyalty toward the company.

6.4. Other interesting findings.

Among the control variables used to create the different models, some of them have resulted to be statistically significant. In the first model that analyzed a regression on job satisfaction, it has been found that people aged between 26 and 30 years old who work in an international environment tend to be less satisfied with their jobs, with a negative correlation. This could sustain the idea introduced in the introduction that generation Y is more volatile than their eldest, considering the high correlation between job satisfaction and employee loyalty. Another interesting finding is that the sense of belonging is the only dependent variable in the models that is influenced by both employee's and leader's CQ, showing the complexity of creating such a feeling. For recommendation, only the leader's motivational CQ matters. Looking more in detail into this model, the results also suggest that interns and permanent full-time employees are more likely to recommend their company to a friend. Additionally, the time that an employee is legally allowed to stay in their host country has also an impact on their willingness to recommend the company to a friend, when this stay is inferior to or equal to one semester.

7. Conclusion

Through this work, I have tried to give first-hand insights into one of the main problems faced currently by the HR department in international companies nowadays, the retention rate. This problem has gained increasing importance over the past few years, accentuated by the global pandemic and the extension of remote work. In parallel, the globalization of companies also raised new issues, such as higher frequency and diversity of cross-cultural interactions. Emotional intelligence (EQ), as the capacity to deal with personal emotions, has already been recognized as an important form of intelligence and a great skill for managers to possess, however, this one has been proved to be insufficient in multicultural contexts (Earley and Ang, 2003). Besides, culturally focused training about how to interact with one or two specific cultures has been revealed to be few effective for the current work reality in international companies. The approach has changed and needs to be global. In this frame, CQ – as the result of a person's capability to be interested, learn and adapt to foreign cultures in general – seem to be an increasing asset for companies to acquire through their poll of talents.

This paper aims to sustain two main hypotheses formulating that CQ plays an important role in employee loyalty toward their company, this being held by the employees themselves or their leaders. The management repercussion of this finding is significant, as through more accurate recruitment processes and specific CQ training companies could attract, retain, and train

employees that are more CQ and that will eventually contribute to the company's stability not only by being more loyal but also by creating long-lasting and trustful relationships with their peers all around the world. Indeed, CQ is the culturally adapted pendant of EQ which has been proved to greatly foster employee wellness at work and hence, their productivity. On the employee side, this is also very relevant. Assessing one's CQ enables one to easily identify qualities and perks to work with it or on it efficiently. It is also a great tool when deciding which job or position we should aim for. Indeed, the persons who are culturally intelligent choose organizations that are culturally compatible with their own personality (Triandis, 2006). Additionally, managers' skills in understanding cultural assumptions help them to develop trust while collaborating across cultures (Chua *et al.*, 2012), and this increase in trust results in fostering intercultural coordination and cooperation (Mor *et al.*, 2013), which eventually leads to better results. Moreover, these results show the importance for CQ capacities to be considered and trained, more than country-specific knowledge as it used to be the case before. Lastly, a recent study also proved that travelers' CQ is vital to comprehending the massive cultural change that follows after the pandemic (Brouder, 2020; Frías-Jamilena *et al.*, 2018; Zenker and Kock, 2020), proving once again the importance of CQ in today's fast-changing world.

To summarize, we can say that CQ is a critical skill for any employee involved in intercultural interactions to have nowadays and can be a base to build on for companies to retain their talents. CQ enables to make the most of diversity by acknowledging it, embracing it, managing it and never stop learning from it, but also create more long-term relationship between the employees and their company through more transparent and appropriate communication, allowing companies to rely on this talent as a remarkable resource to sustainably grow.

8. Limitations

The first and main limitation of this study is the sample size. Indeed, after sending out the survey, and reaching more than 70 participants, only 63 answers were suitable to analyze. Therefore, despite the will to use hierarchical multiple linear regression models and also test the processes underlying loyalty using path analysis, the sample size just did not allow to do it this way. The low rate of answers can be explained by many reasons: I was too optimistic about the data collection process and thought I could gather at least one hundred answers, the conditions to be able to participate in the survey were too constraining, the survey was not broadcast on enough platforms, or was not attractive enough to answer. In any case, the impact of this issue was minimized by conducting successive multiple linear models, to end up building

models that only took into account the statistically significant variables not to create unnecessary noise. Still, it is important to keep in mind that the small sample might not have allowed for a robust estimation of the effects. This is particularly important if we consider that the CQ dimensions are correlated with each other and competing to explain the variance of loyalty. In this sense, the findings in this dissertation need a proper replication with a bigger sample.

Another main limitation was the CQ measurement, for two reasons. Firstly, to conduct this survey, a shorter version of the 20 items CQ Scale developed by Ang *et al.* (2007) was used. A smaller version of this scale with only 5 questions (c.f. Appendix II) was created to measure both CQ of leaders and employees, otherwise, the survey would have been too long which could have jeopardized the correctness of the results. This limitation has been controlled by including at least two questions for each category of CQ to still guarantee consistency and relative subjectivity in the results. Additionally, the leader's CQ components were directly assessed by the employees themselves, therefore, according to the relationship the employee has with their manager, these answers can have been biased. Also, it might be that what employees identify as meta-cognitive CQ, cognitive CQ or motivational CQ in their leader was merely behavioral CQ, given that in most the cases the leader's behavior is the only thing that the employee can see.

Also, more control variables could have been added to the model and analyzed (would the sample size allow it), such as the fit between rewards expected by an employee and those provided by the organization (Lester *et al.*, 2001), the intrinsic rewards provided (O'Driscoll and Randall, 1999) that have been proved to influence employee satisfaction, or the career evolution perspectives – which was indirectly considered in the salary sensitiveness item. Again, these variables with a proper sample size would allow better testing of the process underlying employee loyalty.

Finally, following our findings and what was already suggested by the literature, it would be interesting for further research to assess the CQ of leaders as a moderating effect of the effect of organizational culture on employee retention. Indeed, the clan as an organizational culture has been proved to be highly correlated with three of the main dimensions of employee loyalty, and from previous research, the degree of an individual's CQ is also a good predictor of the type of organizational culture they would like to work in (Balogh *et al.*, 2011). Furthermore, following the findings of the study on interpersonal trust (Matzler and Renzl, 2006) that states that trust between peers is also very important to creating employee satisfaction, a third CQ

actor dimension could be added besides the leader's CQ and employee's CQ: the overall CQ of the team in which the employee is working. This would add another layer of complexity to the analysis of the relationship between CQ and employee retention and could result in very interesting outcomes for predicting employee loyalty toward a company dealing with international stakeholders.

9. References

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10. Appendix:

I – Interviews notes

Interviewees profiles

	Position	Age rank	Nationality	Country of work	<i>Interview date</i>
Women #1	Head of the international office of a French Business School	41-50 years old	Latin America	France	16/03
Women #2	Responsible of welcoming and employee integration of a famous Spanish cosmetic brand	25-35 years old	Spanish (Catalunya)	Spain	23/03
Women #3	HR recruiter at a recruiting consulting firm in Belgium	23 years old	French	Belgium	29/03
Women #4	Responsible of talent acquisition of a famous Spanish cosmetic brand	25-35 years old	Spanish (Catalunya)	Spain	05/04

Script and Q&A

Introductory information

The data will be used to write my dissertation due to the 1st of June.

The objective is for my university to assess I can conduct research properly. For me my objective is research about a totally new topic that no one has think about yet.

Do I have you permission to publish your name and company in it? Ok to record the interview? In any case, you know my contact and contact me whenever you want.

I – Employee loyalty

One of the core themes of my dissertation is employment loyalty, i.e., how willing employees are to stay in the company on the long-term:

- 1) According to you, what are the main variables that influence the most employee loyalty towards the enterprise (is it a KPI you use?)
 - L'entreprise elle-même (salaire, valorisation des employés)
 - Les perspectives d'évolution
 - Les missions de l'employé
 - Le contexte personnel : a-t-il choisi de vivre dans ce pays ? Pour combien de temps peut-il rester ? Sous quel régime (type de visa) ? Reçoit-il des aides sociales ?

Pour les employés étrangers il y a aussi la pression sociale pour prouver qu'on peut s'intégrer au pays.

Lo primero que solemos pensar en es el aspecto salarial (salario – no cobrar mucho / pero acorde su nivel de vida) (1)

Pero más como se siente profesional y personalmente en su espacio de trabajo →

- 1 ambiente
- 2 cultura de empresa
- 3 oportunidad de crecer (y no necesariamente subiendo en la jerarquía sino la posibilidad de cambiar y el aprendizaje). Lo que busca la nueva generación no es estabilidad sino **sintiéndose realizado**. Trabajar en un **clima de confianza**.

Este es un aspecto muy importante, pero a la vez muy personal, es decir, para cada persona lo que lo hará quedarse o no en la empresa por un tiempo más o menos prolongado son cosas totalmente diferentes.

Normalmente, lo que suele tener más peso son el ambiente laboral y el equipo con el que trabaja día a día y en segundo lugar, las condiciones salariales y laborales que influyen también en la conciliación familiar de cada persona. Pero como digo, esto varía mucho en el perfil de la persona, edad, aspiraciones profesionales...

- internal mobility: if it is easy to have new missions, responsibilities, and jobs inside the company or its sub company then an employee will stay on the long term
- growth: if it is easy to evolve in the hierarchy, gain more responsibilities, then an employee will stay on the long term
- compensation: if you don't give an attractive salary and compensation package then employees might want to go somewhere else
- learning: if you give learning opportunities to your employees they will feel that you care, they can learn new skills, evolve, have new opportunities so they will be satisfied and stay on the long term
- culture: the better the culture of the company is the more people will be loyal and satisfied and will stay on the long term, a good culture is made of trust, fun, corporate events, easy communication, ...

- 2) Do you think employee loyalty greatly depends on the leader behaviour or on the type of organizational culture? Which % would you give to each?

La culture d'entreprise donc le manager → leader behaviour greatly depends on the organizational culture (or at least in theory), so organizational culture.

For example, in the British companies, the organizational culture is pretty strong so everyone is aligned.

Es una dualidad, pero diría cultura de empresa porque influye sobre el tipo de líder que quieres en tu empresa (que se basa en cooperación + búsqueda de personas mejores que nosotros)
Líder = hacer que la comunicación fluya (no retiene información) + autonomía (prueba – error) + dar alas.

Los primeros meses son muy importantes – unboarding (dedicar tiempo a las incorporaciones).

Para mí la lealtad de los empleados se crea siguiendo un triángulo:

- Una cultura que valoriza la cooperación en vez de competitividad
- Autonomía (forma de liderazgo que haga que la información fluya, que genere un entorno de libertad de confianza y de riesgos siempre sabiendo que si se falla se va a fallar como equipo)
- Dedicar mucho tiempo a las incorporaciones (consolidar muy bien el camino)

I would say that since the leader chooses the strategies the company will implement it definitely has an impact on loyalty but his behavior maybe not so much.

I would say (if we only look at these two factors) that the organizational culture is 70% and the leader's behavior is 30%

- 3) Would you say that retention rate is an issue that your company is aware of, or already dealing with? Did it increase with Covid?

Oui c'est un problème de nos jours, les nouvelles technologies font que les gens se posent plus de questions et ouvrent des possibilités.

Dans mon entreprise rien n'est fait pour prendre en compte cela.

El Covid y apertura del teletrabajo sí ha cambiado el panorama.

Las personas que priorizan teletrabajo igual no consideran mucho la cultura de empresa (entonces siempre van a buscar teletrabajo). A nivel de captación cuesta más pero a nivel de fidelización es más eficiente porque ya desde el inicio se puede ver si la persona encaja o no (por ejemplo tomando en cuenta que tantas ganas la persona tiene de estar en la oficina y no en teletrabajo) con la cultura de nuestra empresa.

El teletrabajo ha venido para quedarse y está muy bien para usar en momentos puntuales, pero al final somos seres sociales que necesitamos relacionarnos y crear vínculos.

en Belgique c'était un problème oui, les gens restaient pas plus de 5 ans en moyenne. Je pense que le pb c'était les choix du CEO qui voulait pas assez investir dans les rh, l'humain,... et du coup niveau culture ba c'était nul. Il y avait rien de plus que le travail donc les gens allaient ensuite chercher ailleurs une meilleure expérience je pense. Surtout que pour le coup c'était facile d'évoluer dans l'entreprise donc ça montre que la culture est aussi primordiale.

4) Additional questions

- Toman en cuenta en el equipo de reclutamiento el tiempo que los empleados se quedan en la empresa como una señal de logro?

Sí, es una buena señal, que indica que las personas están felices dentro de la empresa. Por un lado, se entiende que la persona está a gusto a nivel de equipo y por otro lado que sus motivaciones a nivel profesional están cubiertas. Estos dos puntos son muy importantes, como comentaba antes para que una persona vea que tiene una carrera profesional larga dentro de una compañía.

- What do you do as a company to foster employee loyalty?

Dans mon entreprise, pas de stratégie de rétention. C'est surtout dans les sociétés de recherche (ou grande société comme Google, Facebook) où le talent est vraiment valorisé qui font cela selon moi.

Te podría decir todos nuestros servicios (fruta, catering + atención médica como el fisio gratis) pero no es lo que más cuenta. Para mí lo realmente importante es:

- **Crear experiencias que conecten las personas con la empresa:** al final cuando piensas irte a otro sitio, no miras tanto los beneficios material sino las experiencias que has vivido y lo que has sentido en la empresa. Lo que importa no es tener café, sino alguien con quien compartirlo a cualquier hora (sin un horario que te diga cuando lo puedes tomar).
- Comunicar entre todos los empleados, aunque *a priori* sus misiones no tengan nada que ver (relación estrecha en la oficina con el equipo de logística, el almacén, los equipos en las tiendas etc...)
- fomentar las **experiencias** en equipo (sesiones de ideación, juegos de carnaval...)
- **Comunicación transparente**, entender por qué cada persona hace lo que hace
- **Flexibilidad** - Consideración laboral 60 días anuales de teletrabajo a cualquier persona entrando

II - Cultural intelligence:

I'm also interested in cultural diversity and how to make the most of it in a company. On this regard, an important concept in the organisational world is cultural intelligence:

1) Are you familiar with the concept of cultural intelligence?

CQ is "capability to function effectively in culturally diverse settings" is it very linked with cultural awareness but not only, also takes into account motivation, knowledge, flexibility and adaptation skills. It has also been proven to be linked with good decision making and task performance.

Pour moi la CQ c'est la perception qu'on a des cultures et comment ça peut affecter le travail des autres et des décisions.

Inteligencia cultural = capacidad que muchas culturas puedan convivir y sumarse para fomentar un clima de libertad e innovación + salir de la zona de confort.

Oui.

2) Additional questions

- Do you provide any training in your company about CQ? To employees or to leaders only?

Non, dans mon entreprise tout est très divisé : international vs français. Il n'y a aucune formation sur le sujet.

- In your company, do you provide different onboarding for foreigners than for locals?

Si hacemos training sobre las diferencias entre culturas, pero más enfocados a clientes (qué tipo de cliente es el cliente francés, portugués etc...) para entenderlos mejor y saber qué tipo de atención requieren.

Entre los empleados no (pero se hace de forma informal, preguntándolo en conversaciones tomando un café o durante una comida).

On avait pas de training la dessus je dirais mais comme il y avait un gros mix de nationalités de fait tout le monde devenait intelligent culturellement. Je dirais qu'un truc mis en place par rapport à ça c'est le choix de l'anglais comme langue de travail à l'échelle de l'entreprise et dans le siège social.

- Would you say that there are steps in the employee life at work where CQ is more important (for example at the beginning, during the integration) or CQ has to be implemented all along the journey?

Para mi el team de RRHH tendría que detectar si la CQ forma parte de unos de los pilares de la cultura de empresa, y buscarlo desde la fase de la adquisición si es que si, es decir definirlo incluso desde la propuesta de valor "buscamos a esas personas que tengan CQ y que sepan conocer a otras culturas, y tengas ganas de conocer a otras culturas".

Pero según yo el momento más importante es el de unboarding (alguien salió de su país para venir a trabajar en tu empresa, lo tienes que tomar en cuenta), pero incluso desde el **proceso de selección** que empieza con la publicación de la vacante: el candidato debe sentir que va a poder estar escuchado y entendido durante todo el proceso de selección y eventualmente en la empresa.

Je pense que c'est sur le long terme le vrai challenge, parce qu'au début dans tous les cas les gens vivent un truc nouveau, avec des gens très différents, une nouvelle culture, un nouveau poste ect donc peut être que c'est moins un sujet. Mais après dans la façon de travailler, que ce soit niveau organisation, engagement, confiance, rythme et affinités ça joue énormément et c'est là qu'on voit vraiment si les personnes sont culturellement intelligentes ou non.

- Do you measure employees CQ (or other cultural skills) in your company?

No, pero podríamos.

- According to you, for an employee to feel good in a multi-cultural company, which one is more important between their own CQ or their manager's CQ?

Ambos igualmente pero el manager sería más importante porque le puede transmitir a su team pueden motivación y ganas de adquirir esas capacidades. Creo que es más importante que el líder pueda trabajar, compartir y fomentar estas ganas de, a que venga una persona y que ya lo tenga. Así que, si tengo que elegir, diría el líder.

En este caso ambos deben tener esa inteligencia cultural y sobre todo y muy importante, flexibilidad y adaptación al entorno laboral, a las situaciones que puedan suceder en el día a día y empatía conjunta para entender siempre la situación personal y profesional de cada persona.

Para que dos personas se entiendan, las dos personas deben poner de su parte, no sirve que solamente una persona lo haga. Es más, diría que en este caso, el referente debe tener más foco en la cultura para integrar y darle toda la información posible a alguien que se incorpore, ya sea de otra nacionalidad distinta como una persona, en este caso, con nacionalidad española.

Je pense les deux. Il faut que le manager soit transparent sur ses façons de travailler (liées ou non à sa culture) et qu'il se coordonne avec chaque team member pour s'assurer que ça leur convient, et ensuite qu'il donne des directives à l'équipe pour tenter d'aligner les façons de travailler de tous sur les points essentiels.

Par exemple (gros cliché mais c'est un exemple haha) si dans l'équipe y a un suédois, un allemand, un espagnol, un argentin et un italien va falloir que le manager s'assure que tout le monde comprend que quand lui indique une heure pour une réunion il s'attend à ce que personne ne soit en retard, même d'une minute! Parce que culturellement peut être qu'en argentine si tu dis 9h et que t'arrives à 9h15 c'est pas considéré comme un retard. Donc il faut juste être transparent et s'aligner sur ce qui permet de bien travailler ensemble. Après le reste ba on peut apprendre des autres cultures et gagner à avoir cette diversité.

- ¿En el proceso de reclutamiento, toman en cuenta si los candidatos tienen inteligencia cultural (conocimiento de otra cultura, ganas de aprender de esta, capacidad de adaptación y se reflexionar sobre experiencias pasadas)?

→ Si lo tomaran en cuenta, ¿que preguntas harían? ¿En que se fijarían?

Si. En el proceso de selección valoramos mucho que la persona encaje en nuestra cultura. No solamente nos basamos en sus experiencias pasadas para poder ver si la persona está acostumbrada a trabajar de la manera en que nosotros lo hacemos si no que nos fijamos mucho también en cómo actúa, cómo se organiza, qué ideas tiene, que prioridades se marca... para saber realmente si esa persona va alineada a como nosotros trabajamos y así tener más probabilidades de éxito a la hora de que una persona encaje cuando se incorpora.

III - Cultural intelligence → Employment loyalty

Employee's retention is a major problem nowadays specially in international company because targeted employees have to a large pool of opportunities around the world + this increases with covid. At the same time, higher diversity of employees in teams (highly facilitate by remote working). Hence the question:

→ How cultural intelligence among the employees of an organization influences on employee loyalty toward the organization?

- 1) What are your thoughts regarding this question? Would you say you can feel a link between both?

Plusieurs choses à prendre en compte :

- Contexte institutionnel (=entreprise), le système d'intégration mis en place par l'équipe RH et comment ils incluent les internationaux
- Contexte personnel de chaque immigré ou expatrié, leur vécu.
- La phase dans laquelle se trouve l'employé --> peut être plus difficile de s'intégrer au début.

En France:

Tendance à préférer les parcours éducatif français, et quand on ne rentre pas dans ces cases c'est plus difficile d'évoluer car ils ne connaissent pas les diplômes.

Les salaires peuvent être influencés aussi (ou les diplômes rentrent en jeux aussi), mais les négociations peuvent se faire.

Le niveau de langue (étrangère) est peu valorisé (très français) on ne se rend pas compte de toutes les opportunités amenées par cela. Parfois un dirigeant gère une entreprise avec plusieurs filiales à l'international, ont de grands diplômes, mais parlent très peu / mal anglais.

Nunca había oído hablar de CQ de esta forma, a su vez creo que es importantísimo y que sí que tiene que ver con la retención de talento porque, al final, en un mundo cada vez mas globalizado, donde la gente cada vez se mueve más donde todo cambia super rápido, tener la capacidad de interesarte, de conocer y de entender, empatizar con una cultura y con todo esto generar una estrategia, te da una perspectiva muy global que te permite ver las cosas de distintos ángulos.

También permite sentirse en su hogar en cualquier parte del mundo sin **perder su esencia y aportando la riqueza de su cultura a los demás**. Este sentimiento de comodidad permite tener más confianza y aportar más valor, lo que aportara más valor al equipo y a la vez aportara más valor a la empresa. Se genera una espiral de crecimiento. **Sentirse libre ayuda para ser tu y salir de tu zona de confort, arriesgarte, innovar → aportar más.**

Generar este sentimiento de comodidad también pasa por cosas super simples como respetar las horas de comida, el idioma con el que expresarse etc... Por ejemplo, yo puedo expresarme tanto en catalán como en castellano, y tener esa libertad para mi es fundamental. Lo mismo pasa con los equipos de cada país, pueden comunicar con su idioma, pueden trabajar para su país les mantiene conectado y hace que puedes aportar mucho más al resto y que el resto te pueda aportar mucho más a ti.

Influye en la parte del sentimiento de pertenencia. La cultura y el equipo afecta a la parte de pertinencia a algo y eso hace que sea mucho más difícil que una persona se vaya de tu empresa ya que habrá creado un vínculo bastante difícil de romper. Hay la parte buena pero también hay una parte mala a nivel personal de la persona ya que puede notar puntos negativos en el día a día pero no lograr desvincularse de la empresa por ese sentimiento de pertenencia. Hay personas que lo describen como las relaciones tóxicas de pareja. Siempre se tiene que lograr un equilibrio para que la persona esté cómoda en la cultura y el equipo y a la vez tenga esta motivación a nivel profesional y proyectos interesantes en los que pueda participar.

Sí, hay este vínculo pero como comentaba, se tiene que equilibrar muy bien para que no acabe con una situación de estrés, ansiedad u otras situaciones que nos son buenas para el equipo.

Carrément oui, ça rejoint la première partie, en fait t'as besoin de cette intelligence culturelle pour créer une culture attractive et attirer les meilleurs talents, surtout que la concurrence entre les boîtes augmente de plus en plus comme tu dis.

2) Additional questions

- According to you, are language skills critical to be CQ?

Non, la langue est juste un instrument, le mental est plus important et notamment l'envie d'apprendre.

Au moins l'anglais je dirais, il faut juste pouvoir communiquer quoi selon moi, mais savoir parler toutes les langues maternelles des gens de ton équipe c'est pas nécessaire selon moi.

II – Survey

Master Thesis Survey

Hello! I am Clara, a 2nd year master student at Católica Lisbon Business & Economics (UCP).

This survey aims to understand better how cultural diversity among employees can create new opportunities within international companies.

- The data collected will be used as a support to write my end-of-master thesis.
- Your answers are completely anonymous and confidential. Your opinions are very important to me and I sincerely appreciate your thoughtful participation.
- This survey should not take more than 7 minutes to complete.

Please answer to your best ability. There is no right or wrong answer, just be honest. :)

Many thanks for your contribution!

The data collection will stop on the 12th of April.

***Obligatoire**

Preliminary question

1. Are you currently working out of your home country? *

Une seule réponse possible.

- Yes *Passer à la question 3*
- No *Passer à la question 2*

Preliminary question 2

2. Is your manager from a different nationality and/or culture than yours? *

Une seule réponse possible.

- Yes
- No

Personal Cultural Behaviour

3. Most of the time, *

Please select the answer that best represents you as you are.

Une seule réponse possible par ligne.

	1 - Strongly Disagree	2	3	4	5	6	7 - Strongly Agree
I enjoy interacting with people from different cultures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I can socialize with locals in a culture that is unfamiliar to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am sure I can deal with the stresses of adjusting to a culture that is new to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I adjust my cultural knowledge every time I interact with people from a culture that is unfamiliar to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I check the accuracy of my cultural knowledge as I interact with people from different cultures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the legal and economic systems of the cultures I frequently interact with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the cultural values and religious beliefs of the cultures I frequently interact with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I change my verbal behavior (e.g. words used, accent, tone) when a cross-cultural interaction requires it.

I change my non-verbal behavior (e.g. gesture, face expression, silences) when a cross-cultural interaction requires it.

Personal Observations

4. I feel like, *

Please select the answer that best reflects your feelings.

Une seule réponse possible par ligne.

	1 - Strongly Disagree	2	3	4	5	6	7 - Strongly Agree
I am currently satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do feel a strong sense of belonging to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend my company as a great place to work in to a friend.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. If a company in the same sector, for the same position, with the same career evolution perspective, offers me a job with _____ salary increase, I'll seriously consider taking the job. (Please assume that you'll not have to do additional personal sacrifices, like moving from home, long commuting...)

Please complete the sentence above:

Une seule réponse possible.

- Any
- At least 3%
- At least 5%
- At least 10%
- I won't change job.

Leader Cultural Behaviour

In this section you will be asked to reply from the perspective of your manager

6. My manager (/leader / director)... *

Please select the answer that best represents your manager. Please note that the pronoun "they" / "their" is the gender neutral to refer to a single person, in this case it refers to your manager only.

Une seule réponse possible par ligne.

	1 - Strongly Disagree	2	3	4	5	6	7 - Strongly Agree
enjoys interacting with people from different cultures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
can easily socialize with employee in a culture that is unfamiliar to their own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
changes their verbal behavior (e.g. accent, tone, way of speaking) when a cross-cultural interaction requires it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
changes their non-verbal							

behavior (e.g. facial expressions, gestures, silences and pauses in sentences) when a cross-cultural situation requires it.

checks the accuracy of their cultural knowledge as they interact with people from different cultures.

knows the legal and economic systems of the cultures they have to work with.

knows and respects the cultural values and religious beliefs of the other cultures they have to interact with.

7. My manager (/leader / director) has _____ knowledge of the native languages spoken by the team members.

Please complete the sentence above:

Une seule réponse possible.

- None
- Little
- Enough
- Good
- Excellent

Organizational culture

8. My company is... *

Please select the answer that, according to you, best reflects your company's organizational culture.

Une seule réponse possible.

1. An accomodating workplace where people share a lot, like a big family. Team work and loyalty are the main values. (known as "Clan" culture)
2. A place that foster dynamism, being adventurous and creative and where leaders are innovativ and risk oriented. (known as "Adhocracy" culture)
3. A place that focus on efficiency, where employees are competitive and leaders are authoritativ and result-oriented. (known as "Market" culture)
4. A place where rules and norms are very important, where work is very formal and structured. The concerns of the organization are about stability, predictability and efficiency. (known as "Hierarchy" culture)

About you

9. Age *

Une seule réponse possible.

- Less than 20 years old
- 20 - 25 years old
- 26 - 30 years old
- 31 - 40 years old
- 41 - 50 years old
- 51 - 60 years old
- More than 61 years old

10. Gender *

Une seule réponse possible.

- Female
- Male
- Other / Prefer not to say

11. Which country are you from? *

12. Which country is your manager from? (Please answer NA if you don't know). *

13. Which country are you working in? *

14. For how long have you been living in the country you are currently working in? *

Une seule réponse possible.

- 6 months or less
- Between 6 months and 1 year
- Between 1 and 3 years
- More than 3 years

15. For how long are you legally allowed to stay in this country? *

Une seule réponse possible.

- 6 months
- 1 year
- Most likely more than 1 year
- Forever

16. What is your position in your company? *

Une seule réponse possible.

- Intern
- Employee
- Manager
- Senior Manager

17. For how long have you been in this position? *

Une seule réponse possible.

- 6 months or less
- Between 6 months and 1 year
- Between 1 and 3 years
- More than 3 years

18. What type of contract do you have? *

Une seule réponse possible.

- Permanent full-time
- Permanent part-time
- Non-permanent full-time
- Non-permanent part-time
- Internship contract

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Google Forms

III - Table of the variables treated to be included in the models

Item measured	Variables	Treatment
Leader's CQ	Lead_Motiv_CQ	Mean of the questions results
	Lead_Behav_CQ	Mean of the questions results
	Lead_Meta_CQ	Mean of the questions results
	Lead_Cogn_CQ	Mean of the questions results
Employee's CQ	Motiv_CQ	Mean of the questions results
	Behav_CQ	Mean of the questions results
	Meta_CQ	Mean of the questions results
	Cogn_CQ	Mean of the questions results
Employee loyalty	Emp_loy	Mean of the questions about job satisfaction, belonging, recommendation and salary results
Organizational culture		
- Clan	Clan*	= 1 if clan
- Adhocracy	Adho*	= 1 if adho
- Market	Market*	= 1 if market
- Hierarchical	Hier*	= 1 if hier
Age:		
- 20-25	Age_1*	= 1 if true
- 26-30	Age_2*	= 1 if true
- 31-40	Age_3*	= 1 if true
- 41-50	Age_4*	= 1 if true
- 51-60	Age_5*	= 1 if true
Gender	Gender*	= 1 if male
- Male		
- Female		

Length of stay in the country

- Less than 6 months Dur6m_country* = 1 if true
- Between 6 months and 1 year Dur1y_country* = 1 if true
- 1-3 years Dur1to3y_country* = 1 if true
- More than 3 years Dur3y_country* = 1 if true

Length of the maximum legal stay in the country

- 6 months Legal_stay6m* = 1 if true
- 1 year Legal_stay1y* = 1 if true
- Most likely more than 1 year Legal_staym1y* = 1 if true
- Forever Legal_stay4ev* = 1 if true

Type of employee

- Intern Type_Intern* = 1 if true
- Employee Type_Employee* = 1 if true
- Manager Type_Manager* = 1 if true
- Senior Manager Type_SManager* = 1 if true

Tenure:

- Less than 6 months Tenure1* = 1 if true
- 6 months to 1 year Tenure2* = 1 if true
- 1 to 3 years Tenure3* = 1 if true
- More than 3 years Tenure4* = 1 if true

Type of contract:

- Internship Cont_intern* = 1 if true
- Permanent full-time Cont_Permfull* = 1 if true
- Permanent part-time Cont_Permpart* = 1 if true
- Non-permanent full-time Cont_NPfull* = 1 if true
- Non-permanent part-time Cont_NPpart* = 1 if true

Note. The order of the variables presented follows the order of addition in the different models created. All the items marked with * are dummy variables (var = 1 if the assumption on the left is true and var = 0 otherwise.)